

SMALL GROUP DISCUSSION GUIDE

THE POWER OF PROFESSIONALSIM

By Bill Wiersma



PROFESSION OF ARMS CENTER OF EXCELLENCE

JBSA RANDOLPH TX

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POWER OF PROFESSIONALISM
BOOK REVIEW

FOREWORD

PURPOSE: To use in small group discussions for *The Power of Professionalism* by Bill Wiersma to understand what it means to be a professional and the implications for individuals and organizations.

DESCRIPTION: This publication contains a one-page summary with discussion points for chapters one through fourteen to help understand and convey the message that professionalism matters in creating advantage for individuals and the organizations for which they are a part. Discussion points are highlighted in a box marked with a checkmark.

EMPLOY: Select a book review group. It is recommended that the group size be limited to 10 or less; more than ten people tend to stifle the conversation and subsequently make the review less effective.

Decide on the frequency for the review. Weekly works well because the chapters are short and easily read in a short time.

Assign the first chapter to be read and plan to lead the first review yourself.

For subsequent chapters assign a group review member to lead the discussion on their selected chapter. Informal settings, without slides, and a well prepared discussion leader work well.

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Chapter 1 – The Power Within

This chapter describes professional behavior, and previews the chapters to come: from personal interviews, Wiersma will present 7 mind-sets from which flow behaviors, competencies, and traits of professional leaders.

Organizations whose members view themselves as professionals outperform, outsmart, and outlast organizations that don't. Professionalism must be accompanied by

- leadership's compelling vision for the business, and
- execution of a well thought-out strategic plan.



To soar, people must view themselves as professionals within their sphere of influence, no matter how ordinary or mundane that position may be. Then, when treated like a professional, people will respond like one. Most people don't view themselves as professionals. Do you?

When leaders do their best work, they don't copy anyone...they draw on their own fundamental values and capabilities. According to the "big-title, gray-hair" crowd, being a professional is closely linked to integrity and means one

- has mastery of their given trade / expertise and
- stays cool when the heat is on.

One of the best ways to define good leadership is to study bad leaders. Professionalism is NOT

- lack of candor in meetings,
- reluctantly sharing information and resources while making yourself look good, and
- sabotaging an important initiative by withholding your support.



The "need to be right" is a subversive and dangerous phenomenon that derails people, personally and professionally. How might this show itself in your organization? How can it be addressed?

Wiersma proposes readers imagine scenarios involving an "Achille's heel," at three levels below. Embracing professionalism company-wide advances the well-being and performance of all three.

- Individuals whose Achilles heel is their
 - lack of courage in appropriately confronting fellow employees,
 - willingness to support decisions to which they don't agree, and
 - commitment to being right, rather than doing right.
- Leadership Team whose Achilles heel is its
 - inability to hold one another accountable,
 - apathetic attitude toward others outside of their own silo, and
 - Complacency; a willingness to settle rather than soar.
- Organization whose Achilles heel is its
 - undisciplined approach in taking the organization to the next level,
 - culture of appeasement, and
 - incessant internal contention while being oblivious to market threats.

"People who conduct themselves as consummate professionals...do what Michael Jordan did on the basketball court: they make everyone around them better."

Chapter 2 – It's a Bigger Tent than You Realize



Think of the term “professional.” Is it earned, or bestowed? Is it dependent on education, or vocation?

According to Ashish Nanda, Harvard Business School professor, professionalism is defined by skill level, complexity of diagnosis, degree of impact, perceived level of value, and degree of judgment required. Examples of vocations that fit are: accountant, architect, clergy, doctor, lawyer, investment banker, professor, and management consultant. He acknowledges that the term is bound to evoke criticism.

Wiersma’s research asked people to explain what professionals do, in order to have earned the title. At least 80% of the answers did NOT fit Nanda’s definition, but were defined *behaviorally as*

- incredible listeners,
- extremely ethical,
- taking the high road, even when not personally advantageous,
- holding demanding self-standards,
- putting clients’ interests ahead of their own, and
- making perceived sacrifices for others.

Based on his personal experience as the proud owner of a hard-fought, undergraduate engineering degree, he stated... “In time, I realized that it was far more important to be a professional who happened to be an engineer than to simply be an engineer...working in my co-workers’ shoes for a couple of weeks would have helped to identify myself as a professional first and an engineer second...”



Describe how this relates in the Air Force to: Airmen first, specialist second.

Hierarchical or class/culture distinctions are rampant in the legal, medical and dental professions, accounting firms, and “almost anywhere you look.” Who is more “professional?”

Paralegal	vs	Attorney
Wide Receiver	vs	Lineman
Nurse	vs	Doctor
Fighter Pilot	vs	Military Training Instructor

Wiersma concluded:

1. “Professional” is defined not by occupation or profession (“what” they do) but by the individual’s behavior (“how” they do it).
2. Professionals consistently demonstrate technical competence and personal character.

“People who view themselves as professionals have higher morale, better job satisfaction, and more job longevity ... organizations whose members view themselves as professionals outperform, outsmart, and outlast organizations who don’t.” (Wiersma)

Chapter 3 – The Psychology of Being a Professional

Viewing oneself as a professional is a precursor to *being* one.

Aspirational identity: wanting to become something. Approaching parenthood, people begin to see themselves in a different way: mother or father. *Being* something precedes *accomplishing* it. We didn't know how to be a parent until it happened, then small experience steps created the accomplishment.

Wiersma: "the view we hold of others – for better or worse – is the single greatest influence in establishing and sustaining our effectiveness with people...The views we hold of ourselves are as important, if not more so, that the views we hold of others."



People who view themselves as professionals excel beyond those who don't. How does the view we have of these people influence their effectiveness?

Jose Canseco: baseball player, or performer?

Angelina Jolie: Actress, or political activist?

Your own example?

Self-esteem is not the same as aspirational identity. It's a value judgment we make regarding *our own worth*. How we feel about ourselves = self-respect and self-acceptance. Self-esteem is influenced by what you DO; your CONDUCT.

THERE IS NO CORRELATION BETWEEN HIGH SELF-ESTEEM AND HIGH LEVELS OF PERFORMANCE! Many criminals think very highly of themselves. Many public servants do not.



Aspirational identity is primarily about WHO YOU ARE, or WISH to be. It's forward-looking, and suggests possibilities. Identities can be positive or negative. How can these examples be empowering, motivating, or self-limiting:

"I'm going to finish my degree."

"Hi, I'm Joe, and I'm an alcoholic."

"I'm an expert."

"I'm lousy at my job."

For a professional, PERSONAL standards transcend ORGANIZATIONAL standards. HOW they do their work is more important than WHAT they do.

The antithesis of professionalism is not determined by technical competence. It's largely defined by conduct unbecoming of a professional (HOW the person does their work). Being thought of as UNprofessional can be paralyzing.

"The first line of the Creed of the Noncommissioned Officer states, 'No one is more professional than I.'"

Be Know Do, Frances Hesselbein

Chapter 4 – Trust - The One Thing You Have to Get Right

With trust: people are confident, proactive, hopeful.

Without trust: people are skeptical, withdrawn, pessimistic.

Francis Hesselbein: “a democracy becomes unsustainable under low levels of trust.”
The same principle holds for *organizational* health.

UNtrustworthiness: delivering inconsistently on commitments, whether by haphazard effort, poor quality, organizational drama, minimally acceptable solutions, or lukewarm support.



Trust is personal. You trust others with things that are important to *YOU*. Trust is the **emotional glue** that supports your priorities, protects your self-interests, and ensures respect for your values. Without the “emotional glue,” there can be no trust.

Discuss the implications of how trust is personal to you.

Judgment, competence, and character, and whether they are consistently applied, are determinants of whether we trust someone. Our trustworthiness will be judged separately on these three qualities. Consistency alone is NOT trust. You can have consistency without trust, but cannot have trust without consistency. Wiersma couldn’t trust his dog to stay clean, but he could *count on* her to find the biggest mud hole in the yard! In the dog’s case, he could depend on her to do the *wrong* thing and roll in it.

Judgment	Competence	Character
Assures you are doing the right thing.	Assures you are doing the thing right.	Personal "credibility" passport.



As we move from Judgment to Competence to Character, the depth of trust increases and carries greater significance. Consider examples of those you know who have committed lapses of judgment, versus displayed incompetence, or advanced their own agenda at another’s expense. What was the impact?

What undermines credibility? Mixed messages (words and deeds don’t match), double standards (playing favorites), and creative rationalizations (justifying doing something you know you shouldn’t).

Perfection is not required! Psychologists concluded that behavior must meet a 70% threshold of consistency to be found trustworthy.

“With good judgment, little else matters. Without it, nothing else matters” (Noel Tichy and Warren Bennis)

Chapter 5 – The Big Picture

Today we are experiencing an overall decline in standards. We must not become too complacent, too arrogant, or too ungrateful to appreciate our freedoms and opportunities.

From Ralph Keyes' book *The Post –Truth Era: Dishonesty and Deception in Contemporary Life*: The cause of dishonesty is ethical decline: moral compasses have broken. Our sense of right and wrong is in remission. Conscience is old-fashioned, and conviction is replaced by cynicism.

The Wall Street attitude:

- “IBG-YBG” = I’ll be gone, you’ll be gone. It’s someone else’s mess to clean up.
- According to Warren Buffet, Credit Default Swaps & Collateralized Debt Obligations are derivative “investments” that have no economic value, rather simply move money around. They are “financial weapons of mass destruction.”

EVERY aspect of democracy – commerce, political, legal, media, is dependent on trust.



Love of Money = Loss of Trust

Discuss the truth in, and the impact of, the following statements.

Alexis de Tocqueville (speaking of the United States): “I know of no country, indeed, where the love of money has taken stronger hold on the affections of men.”

Money itself is not evil, but the *love* of money is.

Dee Hock (former CEO, VISA): “Money motivates neither the best people, nor the best in people.”

A professional: “someone who has the freedom to act like a scoundrel, but chooses not to.” (Unknown)



Civil laws attempt to respond to increasing levels of unacceptable behavior. How well does this work? How can we return to these “homespun values?”

<i>What made us a great country</i>	<i>Loyalty</i>	<i>Self-reliance</i>
<i>Back to basics</i>	<i>Act responsibly</i>	<i>Industriousness</i>
<i>Discipline and restraint</i>	<i>Pride in our work</i>	<i>Trustworthy reputation</i>

Wiersma googled the question “Has U.S. business lost its way?” and generated nearly 159 *million* hits. Googled again, Oct 2014, retrieved about 263 *million* hits.

“It seemed as if the culprits have forgotten how to blush.” (Wiersma)

Chapter 6 – Professionals Have a Bias for Results

MIND SET 1

All other mindsets emanate from this one. “Professionals have a tremendous sense of responsibility to deliver sustained, meaningful results ... that both they and their organization can be proud of.”

Deliver Results = Get Noticed. People will count on you, trust you.

How can you define successful results? Establish clear performance objectives.

Deliver the right results in the right way – outcomes must be sustainable. A professional hits the bull’s eye not once, but many times.

A bias for results reveals a choice to be accountable, work quality that speaks for itself, and a habit of exercising superb judgment.



(Piro example) What did FBI agent George Piro do to acquire information from Saddam Hussein?

Demonstrated familiarity with Hussein’s four novels, and with Iraqi history

As his sole human contact, made Hussein dependent on Piro for all his needs

Played an appreciative audience to Hussein’s poetry recitations

Controlled the sense of time and day/night

Demonstrated creativity and flexibility

A BIAS FOR RESULTS

- drives success,
- is both innate and learned,
- looks to the future,
- means clarity about desired outcomes,
- means thinking about multidimensional results = customers, employees, communities, etc.,
- means being accountable, and
- is fundamental to being a professional.



How did George Washington demonstrate a “bias for results” in his conduct of the Revolutionary War?

- Never took his eye off the prize of victory.
- Tenaciousness - believed victory would be won only by staying in the field against all odds.
- Leveraged the skills of every soldier in the army: asked questions, sought advice, gave responsibilities to capable people.

“What are the results you need to focus on in the next time period?” (Wiersma)

Chapter 7 – Professionals Realize (and Act Like) They're Part of Something Bigger than Themselves

MIND SET 2

It's the lack of this mindset that is at the core of much of our nation's ills." (Wiersma)

Professionals have an inherent obligation to put the organization's interests ahead of their own. However, be prudent, and smart: be invested, not taken advantage of or exploited.

The one who looks out only for himself will be shunned by colleagues and disdained by managers because he is untrustworthy.



TEAMS in the workplace: subjugate themselves to something bigger, and more important than money, status, ego or power. How do you...

- collaborate with people who are not your favorites?
- avoid turf battles?
- accept not getting *your* way?
- put the organization's business first?

For many, working with a team holding this mind-set proves to be a defining experience. The "something-greater" mind-set converts those who are initially undecided or cynical, to see the power in teamwork... once you understand what's possible, you never want to go back.

COMMITMENT: "The chicken is *involved* in the bacon and egg breakfast, but the pig is *committed*!" Signing the Declaration of Independence *committed* the Continental Congress – at that point, there could be no turning back. Martha Washington *committed* to following the army to winter quarters for 8 straight years.

CHANGE: If a professional's success is largely the by-product of her organization's or client's success, then it's imperative for all professionals to get behind their organization's change efforts.

COLLABORATION: Is often synonymous with "trust." Collections of individuals rarely outperform teams. According to JCS Chairman Richard Myers, even the joint chiefs would become parochial, concerned about the interests of their own branch, and he would have to focus them on the bigger picture. Real transformation occurs "between the ears."

"America is a republic...based on the people and dedicated to the common good. If the people put the common good before their own interests, the republic flourishes. If they pursue only private gain, the republic dies." (George Mason)

Chapter 8 – Professionals Know Things Get Better When They Get Better

MIND SET 3

Personal growth = self centered = inward looking

Mind Set 3 aims to advance others = outward looking



Anyone who has worked disaster relief (Hurricane Katrina, Haiti earthquakes, Indian tsunami, etc.) comes back changed for the better. Profound change occurred as a result of their selfless efforts.

Discuss examples from personal experience.

A professional's devotion to task requires their best thinking, emotional investment, and sacrifice. When ambitions are directed into some purpose other than self, emotional investment rises dramatically.

What gets in the way of professionalism? If I don't get better

... I'll be fired (Fear)

...I'll look bad (Ego)

...others will pass me by (Pride)

Professionals must:

1. **Be emotionally invested.** Your work must hold meaning; do something you love. It must reinforce your values; be something you believe in.



What do we lose if we are NOT emotionally invested? What are your experiences?

Curiosity to see better solutions Sense of urgency when things go wrong Motivation to avoid complacency
Staying power for the long view Patience with bureaucratic obstacles Courage to fight conformity

2. **Be persistent.** That we'll face challenges and adversity is certain...that we could overcome those without persistence is doubtful.
3. **Embrace a "what's possible" sense of optimism.** People who have important viewpoints often don't speak up. Professionals should be sharing their points of view. Withholding thoughts doesn't build trust, but raises suspicions about our intentions, motives, and support.

"Nothing in the world can take the place of persistence...the slogan 'Press On' has solved and always will solve the problems of the human race." (Herbert Hoover)

Chapter 9 – Professionals Have Personal Standards That Often Transcend Organizational Ones

MIND SET 4

“Not settling” captures the essence of the standards mind-set. (Wiersma)

Professionals hold themselves to exacting standards. It helps when the organization also has high standards, but true professionals aren't dependent on them to do a good job, to be responsible, or respectful... high standards are *integral to their character*.



Professionals with a mind-set of high standards:

1. Have a personalized set of core values
2. Do what is right, for the long run
3. Rise above the fray, staying focused and out of the drama.

How can these qualities be built into one's character, not simply “grafted onto” the exterior?

From John Bogle, CEO of the Vanguard Group (known as the “conscience of Wall Street”):

- The most important things in life defy measurement: character, wisdom, trust, integrity.
- Numbers are not reality; numerical attempts to gauge organizational health can be misleading.



What do the following statements express about personal standards?

MOST workplace skirmishes are PEOPLE issues: they are very prevalent, and especially difficult for senior leaders.

An old adage says that we have 2 ears and 1 mouth, and should use them in that proportion.

Individuals who don't view themselves as professionals stray from high standards of behavior because their principles are not integral to their character.

John Adams, co-author of the United States Declaration of Independence, maintained personal and professional standards when he

- waged verbal battles with the Continental Congress toward a united decision for independence and
- convinced his colleagues that the American colonies *already had* separated from Great Britain, and there was no going back.

“Nothing builds a stronger case for holding employees to a high standard than a boss who holds himself to even higher ones.” (George Mason)

Chapter 10 – Professionals Know That Personal Integrity Is All They Have

MIND SET 5

For those holding this mind-set it's more about who they are as individuals and not about having to think about doing the right thing.

The state of integrity today according to a couple of professional leaders:

- Over the past 50 years, cultural standards have fallen “like a rock.” Today, conscience is considered “old fashioned.” (Wiersma)
- “Today we are experiencing the highest level of cynicism and lowest level of trust in my whole lifetime.” (Francis Hesselbein)



What constitutes integrity?

Doing what is difficult but needful.

Discipline to ensure deeds match words.

Avoid the temptation to communicate different words to different audiences.

Have enough humility to admit when you are wrong.

Use courage to stick to beliefs, even when facing adversity.

Three Underpinnings of Integrity:

1. Authenticity and honesty. Ethical standards established by one's company or organization are the cultural *floor*, not the *ceiling*. No one can legislate virtue – it must come from each individual. Professionals hold themselves to a higher standard; avoid practicing “situational” ethics.
2. Delivering on commitments. Being trustworthy means keeping commitments... “walking the talk.” Explicit commitments: doing what you say you will do. Implicit commitment: follow-through on what you say your *values* are.
3. Refusing to violate others' trust in us. What we're doing is asking someone to do for us what we can't do for ourselves. We are vulnerable because we're dependent on someone else, and expect to be treated fairly.



Discuss real-life examples of demonstrating integrity in the following situations:

1. Refuse to abandon a commitment – even if a better deal comes along
2. Be committed to a small client just as to a large/important client
3. Deliver conscientiously, even when personally inconvenient
4. Don't expect others to bail you out

To leaders: “you hold a vital...trust, so live up to it. This is especially important because, for many of you, the people you're leading did not choose you to lead them.” (Wiersma)

Chapter 11 – Professionals Aspire to Be Masters of Their Emotions, Not Enslaved by Them

MIND SET 6

This mind-set is one of the most difficult, if not *the* most difficult, for people to feel confident in.

Professionals are respectful when it is difficult, maintain objectivity, manage their ego, and resist immediate gratification.

Emotional consistency is important; people distrust those who exhibit emotional extremes. Events trigger emotions. We are all responsible for our own emotional reactions to experiences and people.



RESPECT is an emotion. There is no guarantee of objectivity. Why do professionals find it in themselves to demonstrate respect to others even if they haven't earned it and are unworthy of it?

- They don't necessarily have to *agree with* someone to *respect* them.
- They discharge their duty (think police officer) because of their self-view as a professional.
- It's important to "take the high road." Vindictiveness, pettiness, etc. are the antithesis of professionalism.
- They know they can't always trust their emotions, and determinations about people are emotions, thus they won't necessarily be objective.

OBJECTIVITY is:

1. the absence of bias and prejudice. Medical treatment depends on an unbiased diagnosis. If the diagnosis isn't right, the treatment will not help. Being objective is becoming an increasingly rare experience as exaggeration, disparagement, and sensationalism have taken its place.
2. a powerful agent to restore trust. When someone is objective, you feel you can trust them.
3. a complex skill requiring one part constructive thinking, one part discipline, and one part integrity.



EGO: "Over one-third of all failed business decisions are driven by ego." (Dr. Paul Nutt) How do professionals manage their ego?

1. Have genuine confidence (confidence without attitude). People find self-confidence attractive.
2. Demonstrate respect.
3. They aren't coercive by arm-twisting you to their point of view. They aren't interested in making you wrong.
4. Their favorite pronoun is "we."
5. They are comfortable in their own skin, and consistent in their behavior.

"Their self-image became their north arrow, enabling them to maintain their composure at a time when acting on their emotions would not only have been the wrong thing to do but would have clearly been counterproductive." (Wiersma)

Chapter 12 – Professionals Aspire to Reveal Values in Others

MIND SET 7

People who exemplify Mind-set 7:

- do so primarily because of *their own core values*,
- appreciate the capabilities of another,
- and aspire to reveal that value in the other.

Organizations commonly receive a low score on this mind-set. In today's corporate-quality culture, performance assessments, succession policies, and lack of promotion opportunities produce internal competition that encourages employees to aspire to reveal value in *themselves*, not in others.

1. Readily extend trust

This mindset has an undeniably positive impact on the recipient, because it builds confidence and trust. Paul Orfalea (Kinko's CEO and founder) flourished in spite of dyslexia. He had to depend on others, and did so by extending trust... happy employees make happy customers. Kinko's had to be a great place to work – the culture had to emphasize trust – so he gave store managers near autonomy. Orfalea says “trusting people is very emancipating.”

2. Recognize the value other professionals bring to the table

Professionals don't try to be all things to all people. From Bill Cosby: “I don't know the key to success, but the key to failure is trying to please everybody.” Do what you do best, and leave the rest to others.



Discuss how egos can get in the way of leveraging the expertise of others. Ask yourself: *Will involving another professional improve the deliverable?* For tasks outside your expertise, find someone who DOES have the expertise.

Appreciate the capabilities of others – whether proven, or an aspiration. Charles Schwab: “The real test of business greatness lies in giving opportunities to others.”

3. Aspire to lift others through their demeanor and actions

Francis Hesselbein took the Girl Scouts from a membership of 788,000 volunteers, to 3,200,000, in an era when volunteerism was in a steep decline. She provided the managers seminars and conferences (the “Harvard Experience,” “An Adventure in Excellence”) to teach the next generation of leaders without herself uttering a word of instruction - she brought to bear contributions of great speakers and thought leaders.



In your experience, who can you name who has focused on lifting *others*?

John Maxwell tells of an experiment in which capacity to endure pain was measured by standing in a bucket of ice water; those who received encouragement tolerated the pain much longer than those who received none.

A person's net worth is “determined by what remains after our bad habits are subtracted from your good ones.” (Benjamin Franklin)

Chapter 13 – Your Competitive Advantage is Hiding in Plain Sight

An organization achieves competitive advantage by culturally reinforcing people's views of themselves as professionals. THIS is the advantage that is hiding in plain sight.

What really gets us through those moments when we're most challenged – a dicey ethical dilemma, working with someone whose behavior is troubling, or on an unrewarding assignment – is not the vision, the boss, or the work itself. What gets us through is our self-image as trusted professionals – and then we act accordingly.



Discuss implications within the Air Force, from leadership, to local organizations.

Gen Richard Myers: *"In virtually all cases where allegations of wrongdoing are brought against a senior officer...it's either a case of bad judgment or knowingly doing the wrong thing."* People KNOW what to do – but they don't consistently do what they should.

When the organization's culture reflects the highest professional standards, more people will do what they know they should, and do it more often.

Vision = what the company is trying to be. Culture = what its people are trying to be.

Culture is to an organization what DNA is to a cell. A culture's function is to reinforce, drive, and teach. People often characterize their organization's culture by what is despised about it, what needs fixing, or by what it *should* be.



BRANDING answers the question: What do you want to be known for? Culture as a brand has positive, far-reaching impacts on recruiting, morale, and retention for any company or organization. Both the *"WHO"* and the *"WHAT"* are included in a complete branding statement. How does the Air Force brand itself?

Why are senior executives reluctant to deal with cultural issues?

1. Culture is vague and ambiguous.
2. They can't see it because they are immersed in it.
3. Culture changes through influence, not edicts
4. Changing the culture is a slow process.

According to David Ogilvy, CEO, the one thing to understand is no matter how much time is spent focusing on, worrying about, or questioning the value of PEOPLE, it won't be enough. People are the only important thing to think about, because when that part is right, everything else will follow.

"Culture is to an organization what character is to the individual." (Edgar Schein)

Chapter 14 – Professional Ideals – The Centerpiece of Success

“Leadership holds the biggest lever of all when it comes to driving professional ideals deep into an organization’s culture” (Wiersma). Culture is unique, and impossible to copy. You can copy a successful business model, but without a culture with professional mind-sets, one company flourishes while another fails.

An “A” Culture

Like-minded people with shared values

A “noble cause”

Often a defining experience in one’s career

The “B” Culture = 50% of all organizations

Focused on short-term profits

Hierarchy and politics are prevalent

Characterized by individual achievement



According to Wiersma’s informal studies, the ratio of negative expressions to positive is 3.88 to 1.00: people whine far more than they are positive. *How does this reflect your own organization?*

“C” Cultures

Downtrodden people (“misery loves company”)

Defeatist attitude; breeds mediocrity

Faulty leadership (Machiavellian, reluctant, or ambitious leaders)

“C” cultures are not condemned to stay that way. Organizations can slide temporarily, then recover. But some ARE terminally stuck. C cultures seem to attract, and breed more “C” people.



Wiersma provides a technique for evaluating your organization’s culture, by answering questions based on what people are doing, the organization’s characteristics, and perceptions of leadership. Review and discuss his observations in Tables 14.1 to 14.3, pages 305 – 307.

Note his cautions regarding evaluating your organization:

- Internal assessments can miss things – possibly big things.
- People typically rate their own organization higher than it really is.
- Labels can stick.

How can leaders effectively integrate professional values into their organization?

1. Lead themselves FIRST.
2. Leverage people’s natural motivations. Who *wouldn’t* want to be considered a professional?
3. Be persistent!

“Nothing in the world can take the place of persistence.” (Herbert Hoover)